

# cambios y desafíos para las firmas legales

rafael mery

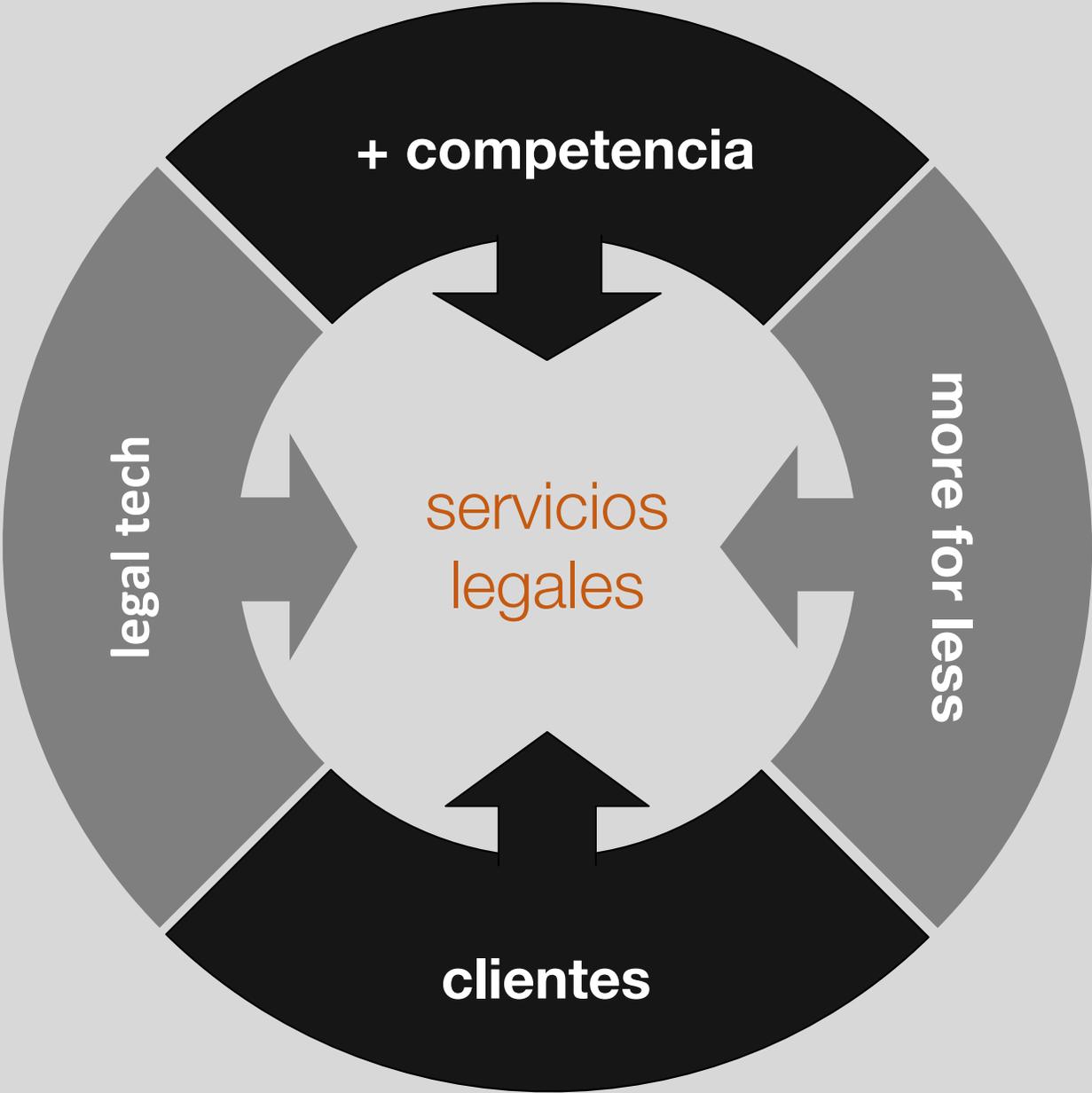
universidad diego portales

@rafamery

rafaelmery



¿dónde estamos?



**+ competencia**

**more for less**

**servicios  
legales**

**legal tech**

**clientes**

+ competencia



+ abogados

# abogados c/100.000 habitantes (2015)



+ firmas nacionales

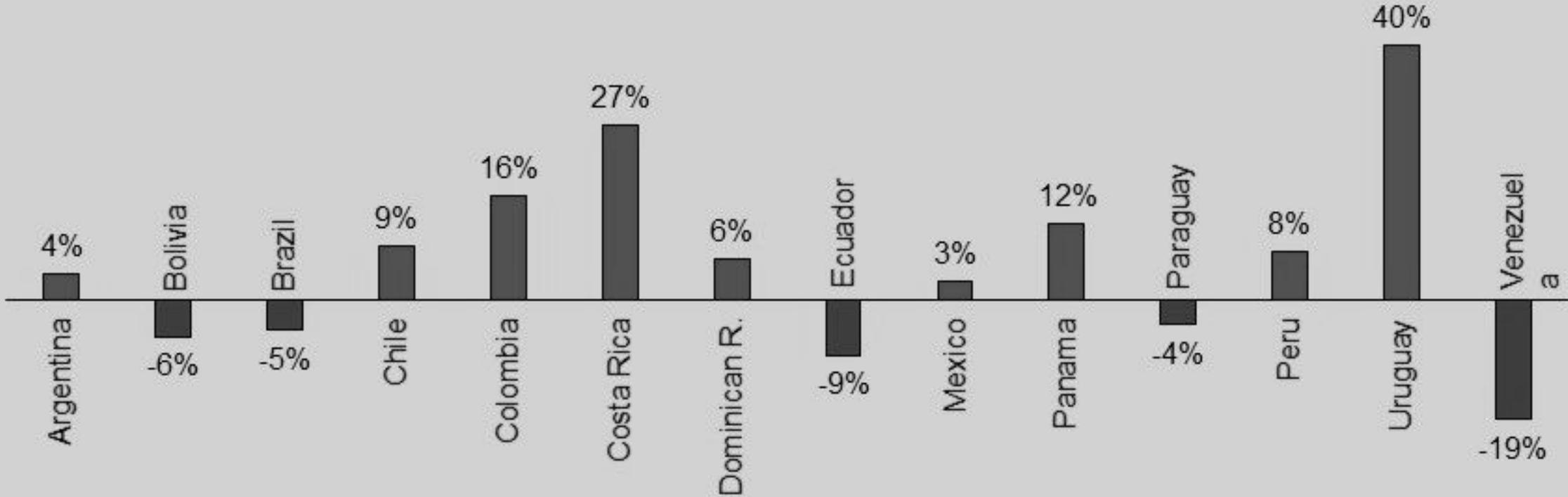
## Percentage of Leading Firms That Grew (2013 – 2016)

*Percentage of Leading Firms That Saw Growth in Lawyers*

		<u>Legal Market Growth Rate</u>
Colombia	86%	+16%
Uruguay	75%	+40%
Costa Rica	75%	+27%
Panama	63%	+12%
Chile	63%	+9%
Peru	57%	+8%
Paraguay	50%	-4%
Mexico	50%	+3%
Brazil	44%	-5%
Argentina	44%	+4%
Dominican Republic	33%	+6%
Bolivia	33%	-6%
Ecuador	25%	-9%
Venezuela	14%	-19%

Source: Latin America 50

**Legal Market Growth (2013 – 2016)**  
*Growth in Lawyers For Largest Firms*



Source: Latin America 50

+ firmas internacionales

# firmas internacionales

Baker  
McKenzie.

Littler

DACbeachcroft

CUATRECASAS

Hogan  
Lovells

GARRIGUES

ONTIER

NORTON ROSE  
FULBRIGHT

WHITE & CASE

DLA PIPER

Holland & Knight

DS  
AVOCATS

Philippi  
Prietocarrizosa  
Ferrero DU  
&Uría

El estudio Iberoamericano

CREMADES & CALVO-SOTELO  
ABOGADOS

大成 DENTONS

C/M/S/  
Law · Tax

ECIJA

JONES  
DAY

Kennedys

+ in-house

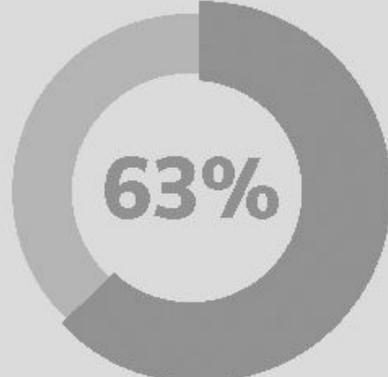
# IN-HOUSE COUNSEL

---

Keeping work in-house produces significant cost savings for corporate counsel. However, skill set and expertise, as well as bandwidth, are limited.



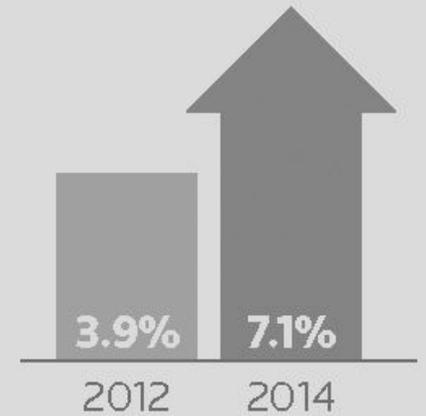
43% of law departments plan to hire more in-house lawyers (up from 30% in 2003) <sup>1,3</sup>



63% of CLOs indicate they are now doing work in-house that was formerly handled by outside legal service providers <sup>2</sup>



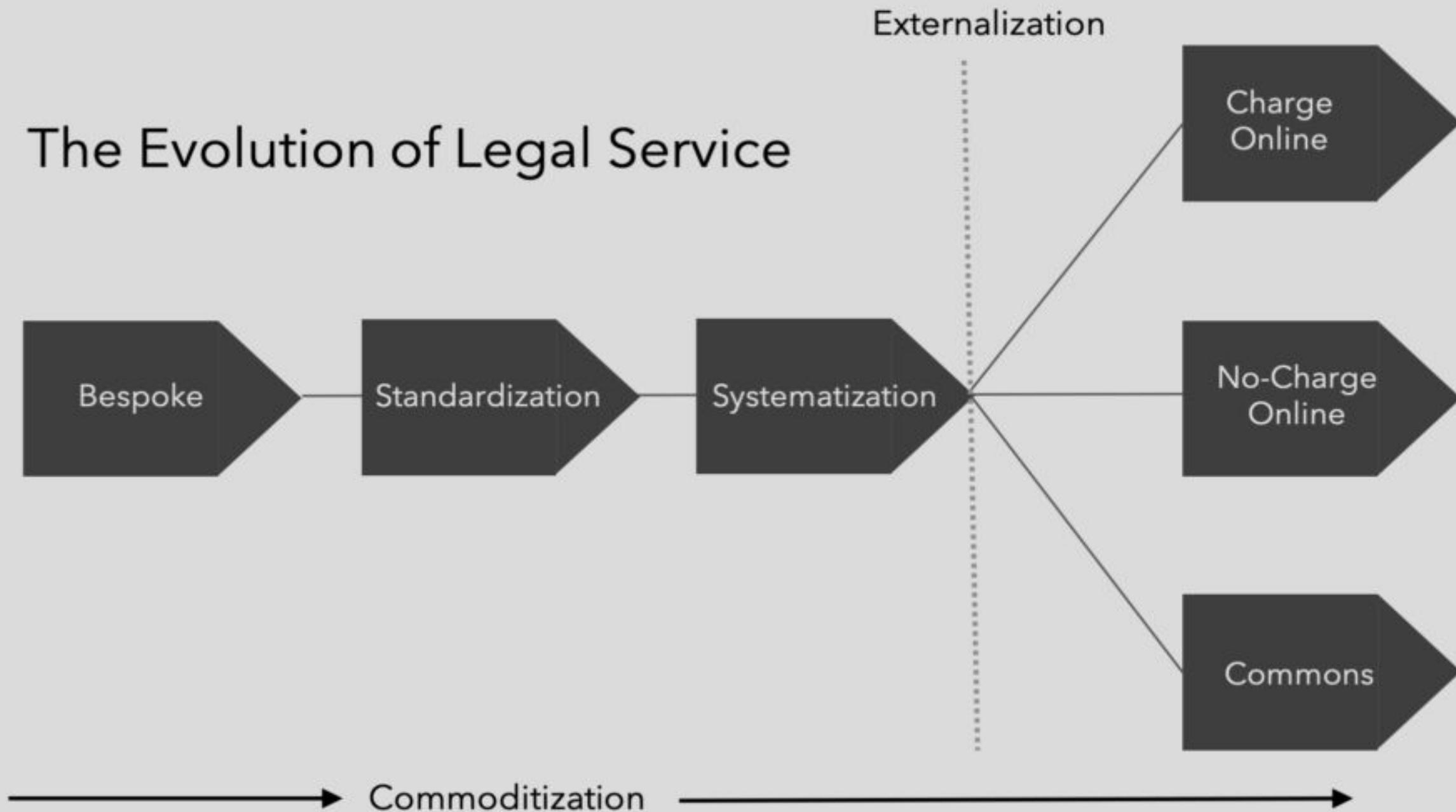
54% of CLOs have a larger budget for internal spend; however, only 26% plan to increase spend for outside law firms <sup>1</sup>



Increase in budget allocation for non-firm vendors <sup>1</sup>

+ new law

# The Evolution of Legal Service



desafío

la estrategia

*“estrategia es elegir  
que **no** hacer”*

Michael Porter



rafael mery

universidad diego portales



rafael.mery@udp.cl



@rafa.mery



rafaelmery